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Report of UNDP on the recommendations of the Joint Inspection Unit in 2010

Summary

In 2010, JIU issued 7 reports with 75 recommendations. Of these, 48 recommendations (including 14 directed to the Executive Board) are relevant to UNDP. In line with General Assembly resolution 59/267, which was reiterated in resolution 62/246, this report provides a synopsis of management responses to the recommendations of the Joint Inspection Unit (JIU) and draws attention to specific recommendations directed at the legislative bodies of United Nations system organizations. This report also provides an implementation status update of the recommendations contained in reports issued by JIU in 2009 and 2008. In line with the wishes of the Executive Board and the current United Nations emphasis on simplification and harmonization, the present report was prepared in a format jointly developed with UNFPA.

Elements of a decision

The Executive Board may wish to take note of this report, including the management response to the 14 specific recommendations from the JIU for the consideration of the Executive Board in Annex 2 of the present paper.

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I. Overview of Joint Inspection Unit reports issued in 2010

1. This report provides a summary of UNDP management responses to 48 recommendations of the Joint Inspection Unit (JIU) specifically relevant to UNDP (out of 75 recommendations contained in the reports issued by the JIU in 2010) as well as the implementation status of relevant JIU recommendations issued in 2008 and 2009. It draws attention to specific JIU recommendations for consideration by the governing body of UNDP and its proposed management response as reflected in Annex 2 to the present report. A full listing of JIU reports and details of recommendations including background information about the mandate and work of the Joint Inspection Unit are available at its website (http://www.unjiu.org/en/reports.htm).

2. All seven reports issued by JIU in 2010 (at the time of this report) have direct relevance to UNDP. These are: (i) Environmental profile of the United Nations system organizations (JIU/REP/2010/1); (ii) Review of travel arrangements in United Nations system organizations (JIU/REP/2010/2); (iii) Ethics in the United Nations system organizations (JIU/REP/2010/3); (iv) Review of enterprise risk management in the United Nations system (JIU/REP/2010/4); (v) Audit function in the United Nations system (JIU/REP/2010/5); (vi) Preparedness of the United Nations system organizations for the International Public Sector Accounting Standards (JIU/REP/2010/6); and (vii) Policies and procedures for the administration of trust funds in the United Nations system organizations (JIU/REP/2010/7).

II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations in 2010

3. The management responses to the relevant recommendations contained in the seven JIU reports are provided below. See Annex 1 for a statistical summary of JIU reports issued in 2010 and Annex 2 for proposed management responses to JIU recommendations for consideration by the Executive Board as the governing body of UNDP.

A. Environmental profile of the United Nations system organizations: Review of their in-house environmental management policies and practices (JIU/REP/2010/1)

4. This report assesses the environmental policies and practices of the United Nations system organizations on their sustainable use of resources, including energy consumption, in light of their mission to promote relevant internationally accepted environmental conventions. The report highlights best practices and identifies norms and benchmarks of the business policies and measures to be promoted throughout these organizations and their partner entities and organs.

5. The report contains 12 recommendations, of which 3 were for consideration by the General Assembly, 4 to the Secretary-General, and 5 were to executive heads of United Nations system organizations. There is no recommendation directed at the Executive Board of UNDP. Of the 12 recommendations issued, 5 recommendations (numbers 4, 6, 8, 9 and 10) are relevant to UNDP, and these are for action by the Administrator.

6. UNDP is taking progressive steps to address all five recommendations. Specifically, UNDP is considering the recommendation to (a) record and report in the proper budget line expenses associated with reducing carbon dioxide emissions, and (b) seek appropriate opportunities with host countries to implement jointly environmental plans and policies. UNDP will continue to seek opportunities to (c) introduce environmental considerations in the management of common facilities and procurement services at the common country premises. UNDP has (d) adopted selected international standards for its in-house environmental management systems and (e) has already put in place its in-house sustainable procurement policies and guidelines.

B. Review of travel arrangements in United Nations system organizations (JIU/REP/2010/2)

7. This report provides an evaluation of the existing travel arrangements and best practices among United Nations system organizations with a view to improving services and reducing travel costs. As part of a series of JIU reports on travel in the United Nations, this report specifically focuses on travel entitlements and conditions. Of the nine recommendations issued, seven recommendations were relevant to UNDP. The seven recommendations included one recommendation (#9) for consideration by the legislative bodies, and six recommendations (numbers 1, 3, 4, 5, 7 and 8) were directed to the UNDP Administrator.

8. UNDP welcomes this report of the JIU. Of the seven recommendations, UNDP's current administrative framework addresses the aim of six of these recommendations. For example, UNDP is already an active member of the Inter-Agency Travel Network (IATN). It has implemented the travel module of its enterprise resource planning system (Atlas) for its Headquarters office only, and travel policies and procedures are accessible by staff via the intranet on the Programme and Operational Policies and Procedure (POPP) web page. Current UNDP travel policies require travelling staff to complete mandatory security-awareness training, obtain required travel visas and medical clearance as applicable. The procedure also requires travelling staff to submit the self-certification of authorized travel. Consistent with the UNDP Legal Framework for Addressing Non-compliance with United Nations Standards of Conduct, appropriate disciplinary sanctions and/or administrative measures may be instituted against staff found to have committed fraud (including travel related fraud).

9. There is also a recommendation that the governing bodies of United Nations system organizations request executive heads to provide reports on travel expenditures by reporting periods and on steps taken to rationalize travel costs. In this regard, the Administrator currently updates the Executive Board regularly on the progress made in the implementation of the UNDP action plan which included, inter alia, specific steps to improve organizational effectiveness, efficiencies and cost-savings, including travel cost reduction and rationalization. The updates are done as part of the biennial support budget reporting.

C. Ethics in the United Nations system organizations (JIU/REP/2010/3)

10. This report reviews progress, lessons learned, and best practices in establishing and implementing the ethics function throughout the United Nations system. The report contains 17 recommendations, of which 12 were relevant to UNDP. Of these, nine recommendations (numbers 2, 3, 4, 5, 10, 11, 12, 14 and 15) were directed to the executive heads of the organizations, while three recommendations (6, 8 and 17) were directed to the legislative bodies for consideration.

11. UNDP welcomes this JIU report as it provides useful benchmarking information, encouraging the continuous improvement of the ethics functions in United Nations system organizations. Established in 2007, the UNDP Ethics Office has made important contributions in past years to promoting ethical conduct and core values in managerial decision-making processes. For example, UNDP is one of five United Nations system organizations that currently provide mandatory ethics training for all staff. The UNDP Ethics Office is among the few that currently submits an annual report of its activities to its Executive Board. The 2010 annual report of the Ethics Office (DP/2011/30) will be discussed at the annual session of the Executive Board.

12. Of the nine recommendations directed to the Administrator, some had already been dealt with or UNDP has taken steps to address them at the appropriate time. For example, relevant ethics qualifications for the head of the Ethics Office were already included in the job description in the last vacancy announcement, and vacancy notices for the recruitment of the current head had been opened to both internal and external candidates. Staff Representative has been consulted on the vacancy announcement as well as on the selection of the Director of Ethics Office. Mandatory ethics training for all staff has been implemented. Ethics related questionnaires have been included in the UNDP global staff surveys. The Director of the Ethics Office is currently an ex-officio member of the Operations Group meeting chaired by the Associate Administrator. Ethics-related topics have been included in regional events (instead of in the global event, as proposed by the JIU). UNDP will consider the policy guidance of the United Nations Ethics Committee regarding the recommendation that the JIU serve as an alternative avenue for investigating prima facie cases of retaliation (in the event that the internal oversight office has declined to undertake such investigations).

13. Of the three recommendations for consideration by the Executive Board as the legislative body of UNDP, two of these have already been implemented. These included term limits on the appointment of the Director of Ethics Office, including no possibility of re-employment within UNDP thereafter, per Executive Board decision 2010/17. Secondly, the Director of the Ethics Office has already been granted access to the Executive Board per decision 2008/37. On the recommendation to establish an internal mechanism so that the Ethics Office and/or internal oversight services could investigate and/or undertake reviews of allegations brought against the executive head of the organization , UNDP notes that ST/SGB/2007/11 (United Nations system-wide application of ethics: separately administered organizations and programmes) has already provisions in this regard. They allow the Director of the Ethics Office to refer any matter under the Office's purview, including allegations of retaliations against the executive head, to the attention of the Chair of the United Nations Ethics Committee for review and appropriate action. For other investigations, the Office of Audit and Investigations (OAI), which has the mandate to investigate within UNDP, would determine the need for a referral to a third party for investigation on a case by case basis. UNDP considers this arrangement satisfactory.

14. UNDP wishes to point out that the JIU report on the ethics function and its relevant annexes contain certain factual inaccuracies which have previously been pointed out by UNDP. These were not fully corrected by the JIU when the report was finalized. For example, Annex II reported the training costs of Ethics Office staff rather than for staff at large. Annex III erroneously listed the grade of the head of the Office as L-6 instead of D-1. Annex IV did not update the contractual term of the head to cover the entire term rather than one-year renewals, nor did it reflect Executive Board decision 2008/37 that the Director of the Ethcis Office has the required access to the Executive Board, including opportunities to respond to questions from Member States on its annual report during the annual session of the Executive Board. These inaccuracies were also repeated in the compendium of recommendations in Annex IX.

D. Review of enterprise risk management in the United Nations System (JIU/REP/2010/4)

15. This report provides an evaluation of the enterprise risk management (ERM) policies, practices and experiences of the United Nations system. It identifies best practices and lessons learned in the following areas: the concept of ERM and its relevance to United Nations organizations; an assessment of ERM practices in the United Nations organizations; best practices from the United Nations system and other organizations; basic definitions of some risk management concepts and the methods of implementation; and inter-agency cooperation, coordination and knowledge-sharing in the United Nations system.

16. Of the three recommendations issued by the JIU, two recommendations were relevant to UNDP. The third recommendation is for consideration by the United Nations System Chief Executives Board for Coordination (CEB) through the High-level Committee on Management.

17. While UNDP is pleased to be among a handful of United Nations system organizations cited by JIU as "relatively advanced in ERM in comparison to other organizations", UNDP is taking steps to further integrate the ERM mindset into its organizational policies and processes. UNDP has already put in place the 10 benchmarks suggested by the JIU and will continue to enhance its effectiveness by applying lessons learned. The benchmarks adopted so far include: (a) adoption of a formal ERM policy since 2008; (b) an active enterprise risk management committee chaired by the Associate Administrator; (c) a formal implementation strategy for the adoption of ERM in UNDP; (d) dedicated training of staff on the policies and toolkits for ERM (e) clear procedures for the identification, reporting and escalation of relevant risks through the reporting lines for consideration by the ERM committee; (f) dedicated resources for monitoring of and follow up on the corporate risks log; (f) an enabling system for the reporting and review of unit-level and corporate risk; (h) progressively integrated risk-informed and results-based unit work-planning and reporting processes; (i) a planned and periodic review of ERM policies and practices; and (j) contributions to inter-agency experience exchange and learning based on the ERM experiences of UNDP.

18. Consistent with its oversight role, the Executive Board has been actively guiding UNDP in the adoption of an integrated approach to enterprise risk management that promotes accountability and result-based reporting. In September 2008, the Executive Board approved the UNDP accountability framework and oversight policy

(DP/2008/16/Rev.1) in which ERM is one key component of the accountability framework. Through its oversight reporting mechanism established under the accountability framework, critical risks arising from audits of UNDP offices as well as from programmatic evaluations are being regularly reviewed and carefully managed by senior management.

E. Audit function in the United Nations system (JIU/REP/2010/5)

19. UNDP welcomes this report which reviews the internal and external audit functions in the United Nations system organizations, comparing them with professional standards for the profession, as applicable to the United Nations. Out of the 18 recommendations issued by the JIU, eight recommendations were relevant to UNDP. These comprised three recommendations for actions by the Office of Audit and Investigations (numbers 1, 2 and 5), one for the Administrator (number 4) and another for the Audit Advisory Committee (number 6). Three recommendations were for consideration by the Executive Board as the legislative body of UNDP (numbers 3, 13 and 14).

20. At UNDP the five independent members of the Audit Advisory Committee (AAC) are appointed by the Administrator (and not by the Executive Board). The Committee has an independent advisory role and is not a governance body. Acting in a non-executive capacity, the Committee independently prepares its annual report which is shared with the Executive Board, and Member States have the opportunity to interact with the Chair of the Committee during the segment of the annual session of the Board devoted to audit matters.

21. Four recommendations have already been implemented. These pertain to the affirmation of the independence of the internal audit function in its annual report (#2), and the selection of audit staff with audit and relevant expertise and professional certification. The Administrator affirms that the selection of audit staff has been implemented in accordance with relevant staff regulations and rules and without management interference. Consistent with its mandate, the Audit Advisory Committee currently reviews the audit risk-based needs and planning process of OAI and makes recommendations for improvements as appropriate. The review of the charter of the Office of Audit and Investigations and of the Financial Regulations and Rules against international standards for auditing is ongoing.

22. Two of the three recommendations for consideration by the Executive Board have been implemented. The current policy at UNDP is that Audit Advisory Committee reviews the strategy and audit plans of OAI and provides independent comments on the report of OAI. Further, the Committee's terms of reference include the review of draft financial statements of UNDP prior to their finalization. On the recommendation to inform the Executive Board of third-party audit/verification requests, UNDP currently, as a matter of principle, does not accept any requests for audits by third parties pursuant to the single audit principle set forth in the report of the Secretary-General (A/48/587) of 10 November 1993, and as reflected in the UNDP accountability framework and oversight Policy (DP/2008/16/Rev.1).

F. Preparedness of the United Nations system organizations for the International Public Sector Accounting Standards (JIU/REP/2010/6)

23. This report provides an overview of the transition to and implementation status of the International Public Sector Accounting Standards (IPSAS) in United Nations system organizations. It reviews the way this process was carried out in the 22 organizations reviewed by the JIU, with a focus on identifying best practices and possible risks. JIU noted that the World Food Programme (WFP) is the first United Nations organization reviewed to be IPSAS compliant as assessed by the United Nations Board of Auditors. Eight United Nations system organizations that have adopted IPSAS in 2010 are expected to be assessed by their respective external auditors in 2011. Two other United Nations organizations are planning to adopt IPSAS by 2011, while another eight (including UNDP) are planning for adoption in 2012, and two others are planning for 2014.

24. The report contains three recommendations. Two of these recommendations are for consideration by the Executive Board and one requires actions by the Administrator.

25. Specifically, UNDP has been actively engaging in IPSAS adoption and providing regular progress updates to the Executive Board on the status of the IPSAS adoption strategy. The Executive Board has already approved the required human resources and system-related funding for UNDP to adopt IPSAS by 2012. UNDP is already in the midst of adopting all 16 of the best practices identified by the JIU. For example, UNDP is establishing the Operations Group as the high-level project steering committee, with the Associate Administrator being the "champion" for IPSAS. UNDP is conducting a gap analysis, comparing existing business processes, financial reporting requirements and those required for IPSAS. The organization is also developing strategy to produce IPSAS-compliant opening balances of key accounting records; investing in internal capacity building and support arrangements for post-IPSAS implementation; and investing in organizational change readiness and staff training. UNDP is adopting a disciplined and risk-based project management methodology, and it is engaging in active and substantive consultations with the United Nations Board of Auditors, and preparing interim financial statements for review with the Board of Auditors.

G. Policies and procedures for the administration of trust funds in the United Nations system organizations (JIU/REP/2010/7)

26. UNDP welcomes this report and the discussion on the specific challenges in managing different types of trust funds, as well as best practices in trust-fund administration, with a view to promoting system-wide coherence and enhancing the effectiveness and efficiency of trust-fund management and administration. The report contains 13 recommendations of which 10 are relevant to UNDP. Of these, four are for consideration by the Executive Board (numbers 1, 2, 7 and 12), and six recommendations (numbers 3, 4, 8, 9, 10 and 11) were for action by the Administrator. The remaining three recommendations (numbers 5, 6 and 13) are for consideration by the Secretary-General in his capacity as Chair of the United Nations system Chief Executives Board for Coordination.

27. UNDP has taken steps to implement the six recommendations directed at the Administrator. These included making high-risk programme portfolios including relevant trust funds one of the top 10 management priority areas in UNDP, and making trust-fund management policies and procedures easily accessible to all staff via the UNDP Programme and Operations Policies and Procedures intranet site, as well as periodically updating relevant prescriptive content. In addition, UNDP is enhancing the project module in its enterprise resource planning system (Atlas) to support the move towards more results-centred trust-fund management and reporting, and also formalizing the delegation of authority for trust fund managers through the head of the UNDP office. The organization is providing periodic training to staff involved in trust-fund management and administration, and giving appropriate attention to the auditing of risks related to the operations and management of trust funds.

28. Steps are being taken to address three of the four recommendations for consideration by the Executive Board. These include: implementation of an integrated resource framework based on a more transparent and meaningful cost-classification framework approved by the Executive Board in 2010, as well as ongoing efforts to encourage donors to contribute more to thematic and other types of pooled funds. Efforts are ongoing to harmonize cost-recovery policies for trust funds among UNDP, UNFPA and UNICEF. Given the inter-agency perspective in the case of multi-donor trust funds, as well as the different governance mechanisms involved, the recommendation for a dedicated agenda item on the experiences and lessons learned on the management of multi-donor trust funds requires further discussion internally within UNDP and with the Development Operations Coordination Office (DOCO).

III. Status of UNDP implementation of Joint Inspection Unit recommendations in 2008-2009

29. In accordance with United Nations General Assembly resolution 60/258 requesting the JIU to enhance dialogue with participating organizations and thereby strengthen the implementation of its recommendations, the implementation status of relevant JIU recommendations contained in reports issued in 2009 and 2008 are reported in Annexes 3 and 4 respectively.

30. UNDP has pursued on an ongoing basis and/or has implemented 64 per cent of the 36 relevant recommendations issued by the JIU in 2009. Of the 28 relevant JIU recommendations issued in 2008, 96 per cent have been implemented or pursued on an ongoing basis. UNDP is committed to following up on the implementation of the remaining relevant recommendations.

Annex 1: Summary of reports/notes issued by the Joint Inspection Unit in 2010

Report symbol	Name of report	Total recommend-dations issued	Total recommendations relevant to UNDP	Recommendations directed at the Executive Board
JIU/REP/2010/1	Environmental profile of the United Nations system organizations	12	5	0
JIU/REP/2010/2	Review of travel arrangements in United Nations system organizations	9	7	1
JIU/REP/2010/3	Ethics in the United Nations system organizations	17	13	3
JIU/REP/2010/4	Review of enterprise risk management in the United Nations system	3	2	1
JIU/REP/2010/5	Audit function in the United Nations system	18	8	3
JIU/REP/2010/6	Preparedness of the United Nations system organizations for the International Public Sector Accounting Standards	3	3	2
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the United Nations system organizations	13	10	4
Total		75	48	14

Annex 2: Review of relevant Joint Inspection Unit recommendations in 2010 for consideration by the Executive Board

Recommendations	Remarks
JIU/REP/2010/2: Review of travel expenditures in United Nations system organizations	
#9 The governing bodies of United Nations system organizations should request the executive heads to provide reports on travel expenditures by reporting period and steps taken to rationalize travel costs.	Ongoing: The Administrator currently updates the Executive Board regularly on the progress made in the implementation of the UNDP action plan which included, inter alia, specific steps to improve organizational effectiveness, efficiencies and cost-savings, including travel cost reduction and rationalization. The updates are done as part of the biennial support budget reporting.
JIU/REP/2010/3: Ethics in the United Nations system organizations	
#6: The legislative bodies should direct their respective executive heads to apply term limits to the appointment of the head of the Ethics Office, which should be a non-renewable appointment of seven years, or no more than two consecutive appointments of four or five years, with no possibility of re-employment by the same organization.	Implemented: Per Executive Board decision 2010/17, the independence of the head of the Ethics Office is preserved by the application of term limits of up to full five years, exceptionally renewable once with prohibition on future employment with UNDP.
#8: The legislative bodies should direct their respective executive heads to ensure that the head of the Ethics Office has informal access to the legislative bodies which is enshrined in writing.	Implemented: Per Executive Board decision 2008/37, at the annual session of the Board the Director of the Ethics Office has access to the Board to present and respond to questions from Member States regarding the annual report.
#17 The legislative bodies should direct their respective executive heads to put forward proposals for an internal mechanism to be established that would set out the modalities for the Ethics Office and/or the internal oversight service to investigate or undertake reviews of allegations brought against the executive head of the organization, including reporting the outcome of the investigation or review directly to the respective legislative body.	Alternative already in place. UNDP notes that there are already provisions in ST/SGB/2007/11 (United Nations system-wide application of ethics: separately administered organizations and programmes), which allows for the Director of the Ethics Office to refer any matter under its purview, including allegations of retaliation against its executive head, to the attention of the Chair of the United Nations Ethics Committee for review and appropriate action. For other investigations, OAI, which has the mandate to investigate within UNDP, would determine the need for a referral to a third party for investigation on a case by case basis. UNDP considers this arrangement satisfactory.
JIU/REP/2010/4: Review of enterprise risk management in the United Nations system	
#2: Governing bodies should exercise their oversight role regarding the adoption of ERM benchmarks set out in this report, the effectiveness of implementation, and the management of critical risks in their respective organizations.	Implemented: UNDP has already adopted the ERM benchmarks suggested by the JIU. Consistent with its oversight role, the Executive Board has approved the UNDP accountability framework and oversight policy (DP/2008/16/Rev.1) in which ERM is one key component. Through the oversight reporting mechanism established under the accountability framework, critical risks arising from audits of UNDP offices, as well as from programmatic evaluations, are currently being reviewed and managed by the senior management team.

#3: The legislative/governing bodies should direct the executive heads of the United Nations system organizations concerned to facilitate the submission of the internal audit planning and audit results to the audit/oversight committees, where appropriate, for the latter's review.	Implemented: The current terms of reference of the AAC requires that it review the strategy and audit plans of OAI and provide independent comments on the report of the OAI. Similarly, the current charter of the OAI includes provisions for submission of its plans and progress reports on accomplishments against plans as well as key results of audits to the AAC.
#13: To enhance accountability and transparency, the legislative/governing bodies should require that the financial statements be finalized no later than three months after the end of the financial period to enable the external auditor to submit his/her report, first to the audit/oversight committee, and then, no later than six months after the end of the financial period, to the legislative/governing body, and to have it published on the website of the organization.	Implemented: The AAC terms of reference explicitly include the review of the financial statements of UNDP. The official UNDP financial statements and audit report of the Board of Auditors for the 2008-2009 biennium is available on the public website of the Executive Board Secretariat alongside the management response.
#14: The legislative/governing bodies in the United Nations system organizations should direct the executive heads of each organization to inform them of all third-party audit/verification requests, after consulting the audit/oversight committees and the external auditors.	Under consideration: Currently UNDP, as a matter of principle, does not accept any requests for audits by third parties pursuant to the single audit principle set forth in the report of the Secretary-General (A/48/587) of 10 November 1993, and as reflected in the UNDP accountability framework and oversight policy (DP/2008/16/Rev.1).
#1: The legislatives bodies should request their respective executive heads to issue regular progress reports on the implementation status of IPSAS.	Ongoing: UNDP has been actively engaging in IPSAS adoption and providing regular progress updates to the Executive Board on the status of the IPSAS adoption strategy.
#2: The legislative bodies should provide the support, staffing and funding required to ensure successful and effective transition to IPSAS.	Ongoing: The Executive Board has already approved the required human resources and system related funding requirements for UNDP to adopt IPSAS by 2012 (decision 2010/1).
#1: The legislative bodies of the United Nations system organizations should strengthen the integrated management of the regular budget and extra-budgetary resources in order to ensure that the extra-budgetary resources, including the trust funds, are in line with the strategic and programmatic priorities of the organizations.	In progress: The Executive Board has approved the road map for the roll out of an integrated result-based budgeting framework (decision 2010/32) that leverages the more transparent and meaningful cost-classification framework approved by the Executive Board in 2010 (decision 2009/22).
#2: The legislative bodies of the United Nations system organizations should invite all donors to respond favorably to the efforts made by the	Ongoing: UNDP continues to encourage donors and stakeholders to contribute towards thematic and other types of pooled funds.

organizations to increase the portion and volume of thematic trust funds and other types of pooled funds, in order to facilitate more efficient trust fund management.	
#7: The legislative bodies of the United Nations system organizations should review the harmonized cost-recovery policies and principles for trust funds and activities financed by other extra-budgetary resources, once they have been agreed within the CEB, with a view to updating the cost-recovery policies of their organizations accordingly.	Ongoing: Discussion and review of the cost-recovery policy has already started in the context of the harmonization of the integrated budget to be rolled out in 2014. The Executive Boards of each respective organization are directly involved.
#12: The Executive Board of UNDP should put on its agenda the experiences and lessons learned from the operations of the UNDP Multi-Donor Trust Fund Office with a view to presenting it to the Economic and Social Council for consideration within the framework of the triennial and quadrennial comprehensive policy reviews.	To be discussed with the Board: Given the inter-agency perspective related to multi-donor trust funds, as well as the different governance mechanisms involved, the recommendation for a dedicated agenda item on the experiences and lessons learned in the management of multi-donor trust funds requires further discussion internally within UNDP and with the Development Operations and Coordination Office.

Annex 3: Implementation status of relevant JIU recommendations issued in 2009

Report symbol	Name of report	Total recommend-dations	Total relevant recommend-dations	Implemented or ongoing	Partially implemented/ to be started
JIU/REP/2009/5	Towards more coherent United Nations system support to Africa	17	11	7	4
JIU/REP/2009/6	Offshoring in United Nations system organizations	18	16	15	1
JIU/REP/2009/8	Selection and conditions of service of executive heads in the United Nations system organizations	13	8	1	7
JIU/REP/2009/9	The role of the Special Representatives of the Secretary-General and Resident Coordinator	1	1	0	1
Total		49	36	23	13

JIU reports issued in 2009 but not relevant to UNDP:

JIU/REP/2009/1: Review of management and administration in the United Nations World Tourism Organization

JIU/REP/2009/2: Second follow-up to the management review of the JIU/REP/2009/3: Effectiveness of the International Telecommunication Union regional presence

JIU/REP/2009/4: Assessment of the global mechanism of the United Nations Convention to Combat Desertification

JIU/REP/2009/7: Review of management and administration in the World Food Programme

Annex 4: Implementation status of JIU recommendations issued in 2008

Report symbol	Name of report	Total recommend-dations	Total recommend-dations relevant to UNDP	Imple-mented or ongoing	Partially imple-mented or to be started
JIU/REP/2008/2	Junior Professional Officer/Associate Expert/Associate Professional Officer programmes in the United Nations system organizations	9	4	4	0
JIU/REP/2008/3	Management review of environmental governance within the United Nations system	12	3	3	0
JIU/REP/2008/4	National execution of technical cooperation projects	11	7	7	0
JIU/REP/2008/5	Review of information and communications technology hosting services in the United Nations system organizations	6	6	5	1
JIU/REP/2008/6	Review of management of Internet websites in the United Nations system organizations	8	8	8	0
Total	Summary of Joint Inspection Unit recommendations in 2008	46	28	27	1

JIU reports issued in 2008 but not relevant to UNDP

JIU/REP/2008/1: Review of management and administration in the Universal Postal Union